

~~SECRET~~

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2. ADVANCING MANAGEMENT

(Basic Management Course)

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ADVANCING MANAGEMENT

Organizing

Is the mission of your organization clear and definite ?

Is this mission understood and concurred in up the line ?

Is the structure of your organization functional to its purpose ?

Does each supervisor under your jurisdiction have the objectives of his organizational component clearly defined ?

Are the responsibilities of each individual in the organization clear and definite ?

Does each individual understand the over-all mission of the larger organization and the over-all mission of your unit ?

By what means are clarity and definiteness of functions achieved ?

Planning

Is planning a continuous activity in your organization,- both for long-term and for immediate objectives ?

Does each individual in your organization accept and fully understand his responsibilities ?

Does each member of the organization participate in a regular staff meeting appropriate to his level of responsibility ?

Does each supervisor participate in formulating the budget of the organization ?

Was your last budget realistic in terms of actual operations ?

Is the development of people an evident responsibility of management in your organization ?

What evidence is there that you are making the maximum use of the human resources available in your organization ?

Directing

Do you have adequate, explicit authority to carry out your mission ?

Have you delegated adequate, explicit authority to your subordinates to carry out their responsibilities ?

Are provisions made to insure uncluttered channels of communication from you to each member of your organization and from each individual to you ?

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Are your major policies and procedures in written form, - current and readily available ?

Have you developed any particular techniques to get decisions from executives above you and to encourage those under your supervision to make operating decisions appropriate to their responsibilities ?

Coordinating

Are the staff and line relationships clearly defined and evidently understood in your organization ?

Do your subordinates work together without your direction in carrying out tasks of limited scope requiring their cooperative attack ?

Are you a good listener when subordinates wish to discuss their problems ?

Is there an understudy in training or in being for each supervisory position in your organization ?

Do you budget time to visit members of your organization on the job and your opposite numbers in organizations with which your office has working relations ?

Does your organization run smoothly and efficiently in your absence ?

By what means do you seek to develop teamwork in your organization ?

Controlling

Does your reporting system keep you currently informed of progress in each unit of your organization ?

Are you personally familiar with the current operating problems in each major component of your organization ?

Is your reporting system qualitative as well as quantitative ?

Is the number of subordinates reporting directly to you small enough so that you can give each one adequate attention ?

Are you "on top" of your job ?

How do you make your top staff meetings a pleasure rather than an unpleasant chore for the participants ?

END

J.B.W.
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